



DEPARTMENT OF THE ARMY
UNITED STATES ARMY FINANCE COMMAND
INDIANAPOLIS, IN 46249-3000

SSFM-FC-ZA

28 May 2009

MEMORANDUM THRU Commander, U.S. Army Finance Command, 8899 East 56th Street,
Indianapolis, IN 46249-3000

FOR Commander, 181st Training Support Battalion (TSB), Fort McCoy, WI 54656

SUBJECT: 101st Financial Management Detachment (FM Det) Certification Exercise
(CERTEX)

1. Background: United States Army Finance Command (USAFINCOM) Operational Support Team (OST) conducted a CERTEX for the 101st FM Det at Fort McCoy, WI from 9-13 May 2009.

2. Purpose: To provide an evaluation environment conducive to testing financial management principles in order to provide unit leadership the ability to assess and plan in accordance with their upcoming mission. The Financial Management Combined Arms Training Strategies were used to evaluate the 101st FM Det. The unit was evaluated in the following key FM Det critical tasks:

TASK
Perform Disbursing Operations (14-2-8002)
Conduct Transactions with Agent Officers (14-2-8005)
Conduct Military Pay Operations

3. Tasks Evaluated.

a. Perform Disbursing Operations (14-2-8002)/ Conduct Transaction with Agent Officers (14-2-8005).

(1) The following subtasks were evaluated:

(a) Determine Cash Holding Requirements (805A-44A-6110)

(b) Obtain Funds for Disbursing Purposes (805A-44A-6112)

(c) Employ the Deployable Disbursing System (805A-DOP-8109)

(d) Record Data from Expenditure Accounting Documents (805A-44C-1005)

- (e) Record Data from Miscellaneous Accounting Documents (805A-44C-1007)
- (f) Enter Cashier Transactions (805A-44C-1454)
- (g) Safeguard Public Funds (805A-44A-7116)
- (h) Process a Loss of Funds (805A-44C-4103)
- (i) Perform Financial Management Detachment Operations (805A-44C-4902)
- (j) Conduct Paying Agent Operations (805A-44C-7116)
- (k) Prepare the Daily Statement Accountability (805A-DOP-8104)
- (l) Prepare a Statement of Agent Officer's Account (DD Form 1081) (805A-DOP-8102)
- (2) Observer Controllers: SFC Clark Stonewall and SFC Kris Fowler

Note: The transfer of accountability took place between the 828 FMD who finished their CERTEX on 8 May and the 101 FMD who began their CERTEX on 9 May.

(3) Observations: 2LT Brian Barrows and SFC Daniel Doherty both served as Disbursing Agents (DA) throughout the CERTEX. Both Soldiers demonstrated a high proficiency in their task and appear to be very qualified and prepared to undertake their mission in theater. At the onset of the exercise, the premise for the disbursing office setup is based off the fact that the 101st FMD will be occupying two Forward Operating Base(s) (FOB) in support of Operation Iraqi Freedom (OIF).

(a) The following tasks were conducted at the onset of the CERTEX: established the disbursing office layout for two DA's and cashiers; conducted a transfer of accountability; conducted a vault-to-vault transfer at the DA level; cleared the daily business (remote file transfers) DA level; advanced cashiers funds via DD form 1081; closed disbursing operations at the DA (DD Form 2665) level; safeguarding of public funds. The Disbursing team was able to complete the transfer of accountability; however, documents (i.e. cashier/DA appointment orders) had to be fully completed prior to the DA's and cashiers being funded. On day 1, the cashiers were funded and briefed on their duties and responsibilities. All funds were properly accounted for and safeguarded as a result of proper oversight and guidance from their disbursing chain of command. At the inception of the exercise, the OST observer controllers (OC's) team mentored and coached the disbursing team on minor issues discovered with documentation such as missing signatures on 1351-6's and customers not signing the back of the ECC cards. The OST OC's addressed the problem with the disbursing leadership and the section continually improved throughout the duration of the exercise. Key observations noted on day one of the exercise were: DA's were well prepared for the initial setup; ensure all cashiers are using the DD form 2664 to conduct business; ensure all 2875's are completed correctly for ECC issuance; and DA's must ensure all business is complete and final prior to submitting to DDO to avoid redundancy. The disbursing section demonstrated continual improvement throughout the

exercise. Tasks that were conducted include: cleared the daily business of an agent (cashier and paying agent) (DA), conducted an agent advance (cashier and paying agent) (DA); processed a minor loss of funds (LOF); processed Eagle Cash Card (ECC) requests; closed disbursing operations at the DA (DD Form 2665) level. As disbursing NCOIC, SSG DeMarco demonstrated a sound understanding of his role in the office and continually provided guidance and leadership to cashiers within his responsibility.

(b) Days 2 through 4 were highlighted with continual improvement especially in the areas of communication and organization. Both 2LT Barrows and SFC Doherty demonstrated a sound understanding of their role within the section and continually sought advice and guidance from the OST OC's. Soldiers within the Detachment were continually challenged throughout the CERTEX with real world scenarios and performed remarkably well. Cashiers and DA's alike demonstrated a solid understanding of their fiduciary responsibility to all funds entrusted to their person. In doing so, the disbursing cell also adapted well to all scenarios presented and were well rehearsed in applying basic cashier principles and techniques while servicing all customers.

(c) Days 4-5 the Disbursing cell processed all accountability reports and forms correctly and in a timely manner at the beginning and end of the days business. As expected, cashiers and DA's exhibited better handling of documents and processing cash, ECC/SVC, checks, and exchange/collection transactions. Highlighting days 4 and 5 were the ability of the cashiers and DA's to successfully open, balance, and close out their days business with little guidance from the OST OC's.

(d) Overall, the 101st disbursing cell satisfactorily completed their tasks to standard. Continual guidance and repetition will be critical in order for them to successfully complete their mission in theater. Attention to detail and organization within the section must continue to improve as the 101st undertakes their mission.

(4) Other observations include:

(a) The 101st FMD disbursing cell was well rehearsed and prepared to undertake their mission.

(b) The unit utilized their more experienced cashiers to assist in training their less experienced cashiers which aided the unit in a successfully completing their CERTEX.

(c) Both DA's performed well during the exercise and picked up very quickly on lessons learned throughout the exercise. Both are eager to undertake their mission and with continual guidance should perform well in theater.

(d) SOPs and regulations were readily available and referred to throughout the exercise.

(e) The FMST missions were executed to standard. Completed checklist and PCI check sheet was developed for future FMST missions. No major concerns or issues.

(f) Concerns: Soldiers must continue to receive training and practice on several key areas of disbursing to include: ECC transactions, recording casual pays; and ensuring all paperwork is properly documented prior to completing all transactions. Additionally the section must cross train one another in order to ensure continuity within the section if a Soldier(s) has to be replaced for various reasons.

b. Conduct Military Pay Operations

(1) The following tasks were evaluated:

(a) Verify Military Pay Input (805A-44C-3405)

(b) Research Finance Actions (805A-44C-1002)

(c) Interpret a Reserve Component Military Pay Account (805A-FSC-8106)

(d) Interpret an Active Component Military Pay Account (805A-FSC-8105)

(e) Determine Entitlement to pay and Allowances (805A-FSC-8103)

(2) Observer Controllers: SFC John Rosado and SSG Kileigh Gard

(3) Observations: The military pay section conducted the following tasks throughout the exercise: establish military pay site setup; established DJMS and DMO access to systems in the finance office, verified all supporting documentation for completeness, researched finance transactions on DJMS and DoDFMR Volume 7A, coded/uploaded military pay cycles in DMO, conducted military pay in/out briefs, conducted theater entitlements brief, and interpreted AC/RC MMPA accounts.

(a) On day 1, the section established site setup. SSG Scarlett, Military Pay NCOIC (FOB Falcon) and SGT Williams Military Pay NCOIC (FOB Stryker) quickly took charge and established precedence for operations within the Mil Pay/Customer Service sections. The Soldiers within the military pay sections were proactive in assisting in site setup and solicited the advice and guidance from the OST OC's on questions or concerns they had during the setup process. Within the first two days, the section quickly implemented control measures within the Mil Pay/Customer Service office in order to assist in tracking document/customer flow.

(b) Days 2-4 were highlighted by researching AC/RC MMPA and coding in DMO. Although the section improved significantly throughout the CERTEX, Soldiers must continue honing their skills especially in researching AC/RC MMPA and reading the Decision Logic Tables (DLT) in DoDFMR 7000 in order to gain more knowledge and comfort in military pay. This will enable Soldiers to work quicker and smarter thus reducing lines and customer frustration when waiting at the finance office. Section leads must ensure all cycles are audited prior to uploading into DMO.

(c) The section continually improved on days 3-5. The section implemented guidance from the daily AARs conducted by the OST OC's and used those lessons learned to improve the work area. Examples include: cycles being audited daily and Soldiers being less apprehensive in handling military pay inquiries by utilizing SOP's and regulations in assisting them with research. Throughout the exercise, both NCOICs demonstrated a proactive/caring attitude and assisted their Soldiers when necessary. Towards the end of the CERTEX, the section was operating with little to no assistance from the OST OC's.

(d) Overall, the military pay section should perform well in theater. NCOICs, TASOs, and Soldiers within the military pay/customer service section have the capability to perform well in theater. All Soldiers within the section will do well with proper guidance, a successful RIPTOA, and constant communication up and down the chain of command.

(4) Other Observations include:

(a) Military Pay Chief must be more directly involved with daily operations at each location.

(b) Theater entitlements, Eagle Cash, and SDP briefings were well executed.

(c) Communication flow between the two sites was well established

(d) Customer service section was very prepared and organized throughout the CERTEX.

(e) Concerns: The military pay section must continue to train on interpreting the MMPA, military pay entitlements as well as researching military pay policies. Experienced Soldiers must cross train others in order to improve the section.

4. Overall Assessment:

a. Observations: The 101st FM Det was well prepared/rehearsed prior to and during the execution of their 5 day CERTEX. The unit, led by CPT Geer and SFC Porazinski demonstrated a high proficiency in understanding their mission and executing all tasks assigned to their FM Det. The unit is currently fully staffed and performed to standard throughout the CERTEX conducted from 9-13 May 2009. NCOICs/OICs are extremely capable in leading their sections to successful completion of their mission. The 101st FM Det appears to communicate extremely well up and down the chain of command. Soldiers appear to be highly motivated and for the most part demonstrate a keen sense of understanding their roles within the Detachment.

b. Prior to conducting their CERTEX, the unit leadership developed a detailed mission analysis and was briefed by CPT Geer to USAFINCOM leadership prior to execution of their CERTEX. Other observations noted were: CPT Geer and SFC Porazinski appear to have an outstanding working relationship and are well in tuned with the state of their detachment, SGT Gonzalez did an excellent job serving as the customer service/supply representative/IMO/TASO/ and will do extremely well given proper guidance, and finally the 101st FMD from the onset of their training at Fort McCoy and prior to their CERTEX spent hours rehearsing execution of

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their mission both at Fort McCoy and downrange. It is imperative that they maintain constant communication with the 208th. Overall the unit possesses the skills and knowledge necessary to complete their mission in theater. The 101st FM Det benefited tremendously from the technical training exercise by allowing unit leadership to evaluate and assess the performance of Soldiers within its element. Additionally, it allowed the leadership to determine key areas needed for improvement and how to best move forward. After the training exercise, we determined the 101st FM Det rating to be a "practice" P.

c. Recommendations: HAVE A PLAN! Continue to keep abreast of the current mission in theater. With many changes upcoming over the next few months, unit leadership and NCOs must remain flexible and adapt well to the changing environment. Continue cross training Soldiers within the Detachment in order to facilitate changes when necessary. A good RIPTOA is necessary in order to ensure a smooth transition between your unit and the outgoing unit. The 208th FMCO Internal Control team should monitor closely the RIP/TOA to ensure success. The OST will visit the AOR approximately one accounting period following the change to gain lesson learned and provide better training for all future training mission.

5. POC for this memorandum is 1LT Michael Hernandez at DSN 699-8615 or Michael.L.hernandez1@us.army.mil

3 Encls

1. Disbursing
2. Agent Operations
3. Military Pay Operations


ANTHONY S. COLE
LTC, FC
Director OST